

IT00269/IT28X69 – NOVEMBER 2014

**FACULTY OF SCIENCE****ACADEMY OF COMPUTER SCIENCE AND SOFTWARE ENGINEERING****MODULE** IT00269/IT28X69

ADVANCED INFORMATION TECHNOLOGY PROJECT MANAGEMENT

**CAMPUS** APK**EXAM** NOVEMBER 2014**DATE:** 2014/11/05**SESSION:** 8:30 – 10:30**ASSESSOR(S)**Mr R Dreyer  
(Standard Bank)**INTERNAL MODERATOR****EXTERNAL MODERATOR**

Prof R van Olst (Wits)

**DURATION:** 2 Hours**MARKS:** 100

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**THIS MEMORANDUM CONSISTS OF 3 PAGES INCLUDING THE COVER PAGE**

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**INSTRUCTIONS:**

1. Answer **ALL** the questions.
2. Write neatly and legibly.
3. Read the questions thoroughly.
4. Ensure that all questions are clearly marked on the answer sheet.

### **Question 1**

Effective leaders need to learn to shift their decision-making styles to match changing business environments. Contrast the characteristics of a Simple and Complex business environment and the leader's job in such environments.

[20]

### **Question 2**

Discuss the advantages and disadvantages of using Social Media within projects.

[10]

### **Question 3**

The Adaptive Project Management Framework provides a structured method to assess alternative approaches for the planning & execution of a project based on its Novelty, Pace, Technology and Complexity. Consider the programme to prepare London for the 2012 Olympics and discuss each of the dimensions in terms of:

- Explain why the specific level was chosen within each dimension
- Unpack the project management impact/characteristics of the chosen level.

[20]

### **Question 4**

Name 10 of the principles underpinning the Agile approach to project management.

[10]

### **Question 5**

De Reyck contrasts Project Management with Portfolio management:

1. What is the difference between Project and Portfolio management (2)
2. List the 8 elements of Project Portfolio Management (8)

[10]

### **Question 6**

Matta (Matta, NF & Ashkenas, N, 2003. "Why Good Projects Fail Anyway", Harvard Business Review, September 2003.) believes that it is unsurprising that "good projects" often fail. Discuss the risks that are inherent to a traditional project management approach as well as potential solutions.

[10]

**Question 7**

The increased speed of change, complexities of life and the advent of the information era have led to the establishment, according to Tetenbaum, of “Chaordic” organisations.

1. Describe the 5 dimensions of a “Chaordic” organisation. (10)
  2. Discuss the role of a manager in a “Chaordic” organisations. (10)
- [20]**

**TOTAL: [100]**